The meeting was called to order at 6:32 p.m.

There were present:

**Committee Members:**
- Hon. Valerie L. Beal, Chair
- Hon. Judah Gribetz
- Hon. Carol A. Robles-Roman
- Prof. Kathleen Barker, faculty member
- Mr. Alberto Rivera, student member
- President Marcia Keizs, COP member

**University Staff:**
- Chancellor James B. Milliken
- Executive Vice Chancellor and Chief Operating Officer Allan H. Dobrin
- Vice Chancellor Gloriana Waters
- Deputy General Counsel Jane Sovern

**Trustee Observers:**
- Hon. Terrence Martell
- Hon. Joseph Awadjie

**Trustee Staff:**
- Senior Vice Chancellor and Secretary of the Board Jay Hershenson
- Deputy to the Secretary Hourig Messerlian
- Ms. Doris Wang

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The agenda items were considered and acted upon in the following order:

I. **ACTION ITEMS:**

A. **APPROVAL OF THE MINUTES OF THE MEETING OF JANUARY 4, 2016.** The minutes were approved as submitted.

B. **POLICY CALENDAR**

1. **Naming of the Joel J. and Lillian Cohen Conference Room at Baruch College.** Provost David Christy asked the Committee to approve the naming of the Joel J. and Lillian Cohen Conference Room, on the 2nd floor of the Newman Vertical Campus, in the Career Services area at Baruch College. Joel and Lillian Cohen are long-term donors and alums of Baruch College and have made significant gifts over a period of years, directing their gifts particularly toward student development matters in preparing students to compete effectively in the job market. Mr. Cohen most recently served as the Chair of the Baruch College Fund Board.

   Following discussion, the item was approved for submission to the Board.

2. **Naming of the Art and Rita Siegel Piano Lab at Borough of Manhattan Community College.** Vice President Doris Holz asked the Committee to approve this naming opportunity in memory of Leslie Siegel’s parents, Art and Rita Siegel who were both music lovers. Leslie Siegel made a gift of $100,000 purely for scholarships several years ago, and in October 2015, she decided to make a gift of $50,000—pledged over two years. In honor of her endowments, the College would like to name the Piano Lab on the third floor at Fiterman Hall. The first payment of $25,000 has been received, and the second installment will be provided prior to December 2016. The Piano Lab includes more than 20 electronic pianos.
with headphones that make it possible for students to learn in a group setting how to play the piano as well as music theory.

Following discussion, the item was approved for submission to the Board.

3. **Naming of the Richmond County Savings Foundation Atrium at the College of Staten Island.** President William Fritz asked for the Committee’s approval for the naming of the Richmond County Savings Foundation Atrium at the College of Staten Island (CSI) as it is in the process of renovating its building called 2M. It has been sitting vacant since the Willowbrook days, and it will be an 80,000-square-foot renovation; however, it will be done in four phases to spread out the cost. Phase 1 starts on the second floor of a two-story building, and so a signature piece is a glass atrium that will provide a stairwell access to the first floor. Richmond County Savings Foundation has been a long-time friend to CSI, giving over $685,000 over the years. Furthermore, they pledged and presented a check of $250,000 at their gala this fall to name the atrium that will have ample space for student gatherings.

Following discussion, the item was approved for submission to the Board.

4. **Naming of the Con Edison Lecture Hall at Queens College.** Interim Vice President Laurie Dorf asked the Committee to approve the naming of the Con Edison Lecture Hall at Queens College. Con Edison and Queens College have had a good relationship over the years. Queens College recently received a pledge of $250,000 from Con Edison over five years, and received the first $50,000 to support the Q-STEM program. It is called Q-STEM because the College is tying it to Science Technology Environment Mathematics and Training Initiatives. The gift will support some capital projects for the lecture hall, internships for students, research in the sciences, and enhancement of the College’s academic programs.

Following discussion, the item was approved for submission to the Board.

5. **Adoption of Governance Plan for the CUNY School of Medicine.** Deputy General Counsel Jane Sovern asked the Committee to adopt a Governance Plan for the CUNY School of Medicine. The mission of the School is to produce a diverse group of broadly-educated, highly-skilled medical practitioners—MD and Physician Assistant—to provide quality health services to communities that have been historically underserved by primary care physicians. The Governance Plan provides for the Dean, as the Chief Academic and Administrative Officer of the School, to report to the President of City College. There will be a Faculty Council to work with the Dean to formulate educational policy and develop standards. The Faculty Council will be comprised of all faculty members, including clinical and adjunct faculty. Clinical and adjunct faculty will have a voice, but no vote. There will be an Executive Committee to transact business in between meetings of the Faculty Council, including, in addition to administrators, all department chairs and a faculty member from each department. There will be standing committees that will have a majority of faculty members, and there will be student members represented on appropriate committees. The MD and the physician assistant programs will each have their own standing committees. There will be departments that will include clinical medicine, which will include faculty who will provide oversight on the students’ clinical instruction, as well as affiliated faculty who are employees of affiliated hospitals, but are not employed by or paid by CUNY. The departments may be created or deleted upon the recommendation of the dean and a two-thirds vote of the executive committee. There are department chairs who are appointed by the dean in consultation with the applicable departments, and amendments to the Governance Plan may be proposed by petition or an affirmative vote of 20 percent of the voting members of the Faculty Council and may be adopted by a two-thirds vote of the council. The Governance Plan was approved by Sophie Davis’ Faculty Council on December 10, 2015, and is...
recommended by the dean and the president of City College. Deputy General Counsel Sovern noted that the version on the table today is slightly different from the earlier version. There were a few comments that came from the University Faculty Senate (UFS), including ensuring that the Admissions Committee would be constructed in such a way so as not to be subject to the Open Meetings Law, which would be very inappropriate for student admissions decisions.

In response to a question from University Student Senate (USS) Chair and Trustee Joseph Awadjie, City College Provost Maurizio Trevisan stated that in regards to student membership on the Student Committee, the School worked with student representation to select the students on the committee, and will provide him with a copy of the procedural setup of student selections.

In response to a question from Trustee Judah Gribetz, Deputy General Counsel Sovern stated that the Office of Legal Affairs will look into the matter of having an admissions committee being subject to the Open Meetings Law, and get back to him in regards to the School.

City College Provost Trevisan noted that the Liaison Committee on Medical Education (LCME) requires that such admissions conversation be confidential.

Prof. Kathleen Barker stated that this proposed Governance Plan for the CUNY School of Medicine does give the faculty greater representation on the Executive Committee, standing committees, and the full complement on the Faculty Council, which are all positives; however, there is a problem. Under Article 5, Section 5.2, it states that deans will appoint department chairs and that chairs then have the authority and responsibility of Article 9.3 under the Bylaws. What this section ignores is CUNY Board Bylaws 9.1, which states that department chairs shall be elected by the appropriate faculty in their unit. Despite the fact that the CUNY School of Medicine’s faculty accepted the current plan by a substantial margin, the proposal violates a faculty right which has been in place for decades. There is a peculiar irony that a City College governance plan sidesteps the requirement selections since its upheaval at CCNY in 1938 led to the democratization of governance in all of CUNY. She added that she agrees that the Graduate School is a substantial unit where the president appoints program chairs, presumably with consultation from the faculty, and would like to point out that this is an anomaly, not a model with about 140 central line faculty, and over 1,600 campus faculty who do vote for chairs on their own campuses, and these faculty are clearly qualified to teach Ph.D. courses. In any case, the Graduate School was not a good model for the CUNY School of Medicine.

Deputy General Counsel Sovern stated that she thanks Prof. Barker for her comments, but the Office of Legal Affairs respectfully disagrees with her on this issue that this is a graduate school. It will be giving MD degrees. The Graduate School is an example, where there are not elected department chairs. At the School of Professional Studies, there are not elected department chairs. It is not a monolithic model adhered to by every institution.

City College Provost Trevisan noted that the Sophie Davis School has operated with this rule since the beginning. It is something that the faculty are used to and they voted in favor of it.

Committee Chair Beal stated that for clarification purposes, this is not a model, this is a continuation of a process that has existed at the Sophie Davis School for some time, and by passing this resolution, this Committee is in no way changing the governance models that have been used historically throughout the rest of the campuses.
Prof. Baker stated that these models for the two schools are certainly not normative in terms of shared governance across the United States. She added that potential professionals who will want to have autonomy to recruit physician scholars will be examining departmental structures, so this Committee should consider whether there should be bylaws that apply to some units and not others.

City College Provost Trevisan stated that the reason why Sophie Davis has been using this model is because it is used overwhelmingly by medical schools around the country.

Committee Chair Beal stated that the University is not trying to change CUNY’s governance plans. The University values the shared governance and the processes that have been used, but CUNY also values and appreciates what the norm is for medical schools.

In response to a question from Trustee Robles-Roman, Provost Trevisan stated that appointed chairs are the norm in medical schools in the United States.

UFS Chair and Trustee Terrence Martell stated that from a faculty perspective, the University recognizes that the proposed medical school governance plan is an improvement over the existing medical school governance plan and that the UFS appreciates the efforts of General Counsel and Senior Vice Chancellor Frederick Schaffer in this regard. However, as per Prof. Barker’s comment, whether it is schools with one department or other forms of organizational structure, there has been movement away from elected chairs within CUNY. The one thing that students value the most is their rapport with department chairs. Therefore, this should be a consideration as the University moves forward on this issue.

Committee Chair Beal stated that she is very concerned that the CUNY School of Medicine remain true to its mission and vision of ensuring that the University recruit and train a diversified population, not providing a low-cost school for those who could have afforded to go someplace else, and then in turn buy out their promise. She added that although she has voted against the establishment of the CUNY School of Medicine, she does have confidence that the administration will achieve its mission.

In response to a comment from Prof. Baker, Provost Trevisan stated that the CUNY School of Medicine will continue to recruit students from high school. He added that the School’s commitment is to maintain Sophie Davis’ model.

University Student Senate (USS) Chair and Trustee Joseph Awadjie stated that in regards to student representation at the CUNY School of Medicine in the future, the students should be elected by the student body to sit on these committees because it holds more weight than being selected directly by the dean or another senior executive.

Following discussion, the item was approved for submission to the Board. Prof. Kathleen Baker voted NO.

6. Amendments to the Governance Plan of the University Center Regarding the CUNY Graduate School of Public Health and Health Policy. Deputy General Counsel Sovern asked the Committee to approve the amendments to the Governance Plan for the CUNY Graduate School of Public Health and Health Policy. This has been a transition process for the graduate programs in public health to the CUNY School of Public Health, which is being renamed the CUNY Graduate School of Public Health and Health Policy. These amendments to the Governance Plan were approved by the Faculty Council of the CUNY Graduate School of Public Health and Health Policy on January 29th. In regards to this governance structure, the Dean is appointed by and reports to the Chancellor, and has
responsibilities and authority comparable to a college president. There are several advisory bodies, including the Dean's Cabinet, to advise on policies and operations which include the department chairs, the chairperson of the Faculty-Student Council, and also the Dean's Public Health Advisory Board that is principally comprised of representatives of external organizations to advise the Dean on research, work force development, and similar issues. There will be four departments. Each will nominate and recommend two candidates for chair who must be tenured faculty members at the rank of associate professor or higher. The Dean will select from these two, or if the dean rejects both, will consult with the department and may select another person. Each department has a Committee on Appointments, Promotion and Tenure composed of the chairperson and two elected faculty who make recommendations to the school-wide Committee on Appointments, Promotion, and Tenure. The faculty consists of all full-time faculty and appointed joint affiliated and adjunct faculty. Then after the Governance Plan is constituted, the appointments will be made through department chair recommendation and approval by the department and college-wide committees, with the Dean making the final decision subject to Board of Trustees' approval. The governance body is the Faculty-Student Council, which consists of all the full-time faculty, as well as joint faculty and deans who will have a voice but no vote, and seven students. This body will be formulating academic policies and standards subject to the Board Bylaws and policies, including review of academic programs, and curricula, recommending degree granting, and other similar responsibilities. The Faculty-Student Council also establishes standing committees and may propose amendments to the Governance Plan similar to what was discussed previously. If 20 percent of the faculty vote to do so, that may be proposed which may be adopted by a two-thirds vote of the faculty.

Prof. Barker stated that as the faculty representative to the committee, she would like to again draw attention to the issue of appointed chairs. In regards to this case, references made to Article 6, Section C.2, Departments—a negotiated solution—why would a faculty member, considering the responsibilities entailed, put themselves up for nomination as chair, not knowing if they would be selected. Is it realistic to expect that at least two or more people be willing to serve, and for one or more to risk public rejection if they are not acceptable to the Dean? She added that she would again be glad to support a revised Governance Plan in the future, and she would also like to thank the Office of Legal Affairs for working with the UFS on this matter.

Deputy General Counsel Sovern stated that she is not entirely convinced that the faculty will necessarily be deterred, given that the election model often involves having several people running for the position. She added that perhaps peer rejection is a little more hurtful than that of the Dean, although it is hard to say.

Prof. Barker stated that in this case, the faculty is making the choice as they elect chairs. They are not putting forward faculty names and submitting themselves to acceptance or rejection at another level. Understanding that with two people at least, there is an idea of who might be an effective deputy chair, but the faculty are quite capable of making these decisions in their departments.

In response to a question from Committee Chair Beal, Dean Ayman El-Mohandes stated that he would like to preface his comments by thanking the Committee for their consideration of this matter, and thanked Prof. Barker for her tenacity as this is an important issue in faculty governance. He added that despite being an executive within CUNY, he has been a faculty member most of his life, considering himself a staunch advocate of his own faculty and a partner in doing everything to assist them in manifesting their own power and self-governance. The School is starting a new venture, and in negotiating with the faculty, found that they were comfortable with this model. As a group, the School believes that these
models are not all perfect; however, it finds that this model might be an appropriate alternative being that it was passed unanimously by the faculty. If the system does not work well, the faculty will have enough autonomy of thinking and sense of self that they will be the first to bring it forward.

Prof. Barker noted that hundreds of departments at CUNY managed to elect chairs. She added that she is, yet again, sorry to see another instance of chairs being appointed.

USS Chair and Trustee Awadjie stated that he is pleased to see that under the Faculty-Student Council, students are well represented on the membership of the standing committees.

Following discussion, the item was approved for submission to the Board. Prof. Kathleen Baker voted NO.

C. CHANCELLOR’S UNIVERSITY REPORT

1. Appointment of Art King as Vice President for Student Affairs and Dean of Students at Baruch College. Provost Christy gave a brief presentation on this item. Following discussion the item was approved for submission to the Board.

2. Appointment of Rebecca Kornfeld as Vice President for Communications and Public Affairs at The Graduate Center. President Chase Robinson gave a brief presentation on this item. Following discussion the item was approved for submission to the Board.

3. Appointment of Elizabeth Basile as Vice President for Institutional Advancement at Kingsborough Community College. Vice President Peter Cohen gave a brief presentation on this item. Following discussion the item was approved for submission to the Board.

4. Appointment of Sherri L. Newcomb as Interim Senior Vice President and Chief Operating Officer at Queensborough Community College. President Diane Call gave a brief presentation on this item. Following discussion the item was approved for submission to the Board.

5. Appointment of Patricia Ketterer as Interim Vice President for Finance and Administration at John Jay College of Criminal Justice. President Jeremy Travis gave a brief presentation on this item. Following discussion the item was approved for submission to the Board.

6. [ADDED ITEM] Appointment of Leonard F. Zinnanti as Acting Senior Vice President for Administration/Chief Operating Officer at The City College of New York. Provost Maurizio Trevisan gave a brief presentation on this item. Following discussion the item was approved for submission to the Board.

II. INFORMATION ITEMS:

Reappointment with Early Tenure pursuant to §6.2.b.(2) of the Bylaws.

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III. REPORT OF VICE CHANCELLOR GLORIANA WATERS

I would like to take this opportunity to introduce the new Dean for the Office of Recruitment and Diversity (ORD), Arlene Torres. I cannot stress enough the work that is being done out of ORD. One of its initiatives, the Faculty Fellowship Publications Program, assists junior faculty in mentoring and in cultivating their careers, and helping them with publication of scholarly writing projects that are essential for gaining tenure. More than 500 faculty members have completed the program since it began in 1998. This year, ORD has a cohort of 61 participants, representing each of CUNY’s senior and community colleges. ORD also administers the CUNY Diversity Project Development Fund, which awards grants to colleges and individuals who further the cause of multiculturalism and inclusion across the University. Last year, $97,000 in funding was given out to support 22 projects. In addition to the diversity initiatives, ORD is on the front lines in workforce compliance, particularly in Title IX obligations, providing education to campus chief diversity officers, as well as compensation equity and personnel activity. ORD also performs comprehensive advertising and outreach for the University’s recruitment efforts and performs new hire and exit surveys by demographic groups. There are many crucial and important activities that are being done out of ORD and that is why I am excited to announce that Dr. Arlene Torres has joined the Office of Human Resources Management (OHRM) to lead ORD. She comes from Hunter College, where she was Associate Professor of Africana, Puerto Rican and Latino studies. She has also served very ably as Director of the Chancellor’s Latino Faculty Initiative (LFI), which was established in 2006 to advance diversity in CUNY’s professoriate by recruiting and retaining Latino and Latina candidates for University faculty positions. The LFI establishes relationships with universities nationwide, and works to develop a world-class group of scholars, who specialize in Latino and Latin American studies, and promotes collaborative programming throughout CUNY. Responsibility for administering this program will now move to OHRM, under Dean Torres’ continued oversight. Dean Torres’ list of extracurricular activities and support of her passion for diversity and inclusion is more than impressive. She is currently president of the Puerto Rican Studies Association for Research and Advocacy. In this capacity, she works with university and community organizations to support the educational advancement of underrepresented communities in higher education. Recently, she hosted a symposium in Chicago at the National Museum of Puerto Rican Arts and Culture focusing on education, social justice, and emancipatory forms of knowledge. Dr. Torres has also served as president of the Association of Latina and Latino Anthropologists, a division of the American Anthropological Association. OHRM is truly privileged to have her join CUNY in this critical role.

Dr. Arlene Torres stated that she is delighted to be given the opportunity to serve in the capacity of University Dean for Recruitment and Diversity. At CUNY, the goal is to promote and respect different forms of knowledge and gender by diverse members of society, having the responsibility to provide students with a learning environment that enriches their understanding of themselves and others. This
means that the University must continually affirm its commitment to diversity, equity and inclusion at all levels; not just the formation of policy, but in practice. In my role in OHRM, ORD will work closely with chief diversity officers, among others on the campuses, to provide the necessary training and support systems to achieve CUNY’s objectives, while being mindful of compliance mandates. The implementation of the Master Plan helped to clearly articulate a vision for diversity. This has allowed CUNY to provide university leadership, with guideposts to encourage and to facilitate best practices. By working collaboratively with provosts, deans, and members of the faculty, university leaders can make a statement that a vision for diversity must continually be assessed and enacted in practice. In review of the strategic plans that have begun, it is a pleasure to see the range of strategies being deployed to strengthen recruitment, improve climate, and support retention. Recent experience has underscored that diversity, equity, and inclusion are integral components of life at CUNY, and are recognized as crucial to the public good of New York City and beyond. However, research has also demonstrated that exposure to different viewpoints and perspectives broadened student engagement with their peers, their families, and their communities so ORD has to be intentionally strategic in its direction by building partnerships between academic and student affairs to further advance recruitment and retention efforts. Dr. Torres added that she hopes that CUNY can improve its rankings as a university system whose minority faculty representation is top tier.

Committee Chair Beal stated that she would like to extend a special and warm welcome to Dr. Torres. She added that she would like for the Committee, in the future, to have an open conversation about how CUNY’s structures improve or hinder the diversity process.

Trustee Robles-Roman stated that every single study on diversity always points to one main factor: leadership starts at the top. So part of OHRM’s challenge is to hold CUNY accountable—at the Trustee, Presidential, and Central Administration levels—because not only does the University need to exercise leadership, it needs to maintain it. The term “ethics of inclusion” means everybody has to be present so hopefully ORD can help the Committee, as well as the University, to work out that leadership piece. She added that she would also like to welcome Dr. Torres to OHRM.

Upon motion duly made, seconded and carried, the meeting was adjourned at 7:46 P.M.
Statement to the Committee on Faculty, Staff and Administration
Kathleen Barker, PhD; UFS Representative to Committee

Policy Calendar Item: School of Medicine Governance Plan

My first comment is that the School of Medicine’s new governance plan does give the faculty greater representation on the Executive Committee, Standing Committees and on the Faculty Council.

Additionally, the Vice Chancellor’s office of Legal Affairs sought comment from two members of the UFS Executive Committee including the CFSA faculty representative.

However, as the faculty representative to this Committee, I need to draw your attention to a problem with the proposed governance plan.

Trustees need to be aware that under this plan, Article 5, Section 5.2, the dean will appoint department chairs and those chairs will have the authority and responsibility of Article 9.3 of the Bylaws.

What this section ignores is Board Bylaw 9.1 which mandates that department chairs be elected by appropriate faculty in their unit. Despite the fact that the School of Medicine faculty accepted the current plan by a substantial margin (25-2), the proposal violates a faculty right that has been in place for decades throughout CUNY.

There is a peculiar irony that a City College governance plan sidesteps the requirement for elections since it was the very upheaval at CCNY in 1938 that led to the democratization of governance there and in then in all of CUNY.

Yes, the Graduate School is a substantial unit where the president appoints program chairs, presumably with consultation from the faculty but the Graduate School is an anomaly, not a model. With about 140 central line faculty and about 1,600 campus faculty (who do vote for chairs on their campuses), faculty who are clearly qualified to teach PhD level courses, it might be argued that an election process would be cumbersome. However, it could be constructed and, in any case, it is not a model for this new School of Medicine. The Bylaw requirement as stated in Article 9.1 is the model and a CUNY practice.

Professionals should be accorded the respect of autonomy and not managed through appointed chairs.

I request that this issue be opened up for discussion and that election of chairs be recognized as a 21st century norm. I would be pleased to support such a norm for our Graduate School faculty and stand-alone institutions, such as a School of Medicine in the future, but not as proposed here.

Thank you.

February 1, 2016
Policy Calendar Item: **Graduate School of Public Health and Health Policy Governance Plan**

As the faculty representative to this Committee, I want to, again, draw your attention to a problem with the proposed governance plan of the School of Public Health and Health Policy.

My concerns are similar to the governance plan for the School of Medicine. Reference is made to Article VI, C (#2 Departments) – I have been advised that this was a negotiated solution.

However, I wonder why a faculty member, considering the responsibilities entailed, would put themselves up for a nomination (one of at least two nominees) as chair but, if not selected, might feel akin to a groom, or bride, left at the altar?

I also question if it is realistic to expect at least two or more people to be willing to serve, and one or more to risk rejection if one or both are not acceptable to the dean, although clearly acceptable to their department.

I request that this issue be opened up for discussion and that the election of chairs be recognized as a 21st century norm.

Historically, shared governance has been an uneven process across institutions but now we have an uneven process hardening within CUNY.

For reasons stated earlier, I support the Bylaw norm of elected chairs. Therefore, I do not support this governance plan as proposed.

Thank you.

February 1, 2016